

Council of Governors

18 July 2019

Paper Title:	Chair's Report
Lead Director:	Michael Smith, Chair
Paper Author:	Michael Smith, Chair
Agenda Item:	5
Presented For:	Approval, Assurance, Discussion, Information <i>(choose one option)</i>
Paper Category:	Governance & Compliance

Executive Summary:

This Paper Provides an update from the Chair about key meetings and activities. The content is structured, where appropriate, around the Chair's 2018/19 objectives and will serve as a useful source of evidence as to how the objectives have been fulfilled.

Recommendations:

That the Council of Governors:

- Notes the content of the paper; and
- Seek any further clarification as appropriate.

Governance/Audit Trail:

Meetings where this item has previously been discussed <i>(please mark with an X)</i> :					
Audit Committee		Quality & Safety Committee		Remuneration Committee	Finance, Business & Investment Committee
Executive Management Team		Directors		Chair of Committee Meetings	Mental Health Legislation Committee
Council of Governors					

This report supports the achievement of the following strategic aims of the Trust: <i>(please mark those that apply with an X):</i>	
Quality and Workforce: to provide high quality, evidence-based services delivered by a diverse, motivated and engaged workforce	
Integration and Partnerships: to be influential in the development and delivery of new models of care locally and more widely across West Yorkshire and Harrogate STP	
Sustainability and Growth: to maintain our financial viability whilst actively seeking appropriate new business opportunities	

This report supports the achievement of the following Regulatory Requirements: <i>(please mark those that apply with an X):</i>	
Safe: People who use our services are protected from abuse and avoidable harm	
Caring: Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	
Responsive: Services are organised to meet the needs of people who use our services	
Effective: Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	
Well Led: The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	X
NHSI Single Oversight Framework	

Equality Impact Assessment :
N/A

Freedom of Information:
Publication Under Freedom of Information Act
This paper has been made available under the Freedom of Information Act

<p>Ensure the Board is focussed on successful delivery and evolution of its business plans in the context of Integrated Care System (ICS) developments.</p>	<p><u>Aire, Wharfedale and Craven Health & Care Partnership Memorandum of Understanding (MOU)</u></p> <p>At the May Board a refreshed Memorandum of Understanding was approved. The refreshed framework formalises how we work together building on existing collaboration with elements that give rise to legally binding commitments between the Parties.</p> <p><u>One Clinical Commissioning Group (CCG) for Bradford, Airedale, Wharfedale and Craven</u></p> <p>The Councils of Members and Council of Representatives of our three CCGs have agreed to apply to NHS England to create one CCG with effect from 1 April 2020. The three CCGs currently have a single management team but are still three statutory bodies with boards and associated clinical leadership arrangements in place. It is anticipated that the change will support local collaboration and help address health & care inequalities.</p> <p><u>Mental Health, Learning Disabilities and Autism Collaborative - Committee in Common</u></p> <p>On 28 June leaders of the four trusts in our regional collaborative met to review progress. Feedback from the Joint Governor and Non-Executive Director's event held 24 June was reviewed (See Governors section below)</p> <p>As the Integrated Care System encompasses the full range of health and care, a five year strategy and programme/investment priorities for Mental Health, Learning Disabilities & Autism is being developed.</p> <p>One of the benefits of the ICS is that bids can be made to NHS England for centrally controlled specialised commissioning to be devolved under New Care Models to Regional (ICS) commissioners. It is planned that three separate bids for CAMHS, Adult Eating Disorder and Forensic Services pilots will be submitted.</p> <p><u>Other areas of Board attention:</u></p> <p><u>West Yorkshire and Harrogate Health and Care Partnership (ICS)</u></p> <p>Operational plans have been finalised through board approvals across West Yorkshire and Harrogate and a key part of the context to this has been the agreement of financial control totals at an organisational, place and ICS level. Trusts have committed to allocating 15% of Provider Sustainability Funding being dependent on the overall achievement of financial targets across the ICS. The availability of £8.75m of transformation funding was dependent on this agreement (against overall NHS spend of £5.8bn in West Yorkshire and Harrogate). This was discussed at</p>
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	<p>the first Board of the Care Partnership held in public at the Leeds Council Chamber on 4 June.</p> <p><u>Lynfest</u> On 26 June Mental Health services held their annual ‘Lynfest’ at Lynfield Mount. The event grows every year and brings together our service users, past and present, staff, carers and supporters to come together in a festival of music, poetry, creativity and food. It is great to see our service users up on stage sharing their talents with growing confidence and most of all having fun together. The Four Seasons Café is becoming a real social and therapeutic hub for service users, visitors and staff.</p> <p><u>You’re a Star Awards</u></p> <p>The winners of the 2019 You’re A Star Awards were announced on Friday 28 June at a glittering award ceremony. The awards celebrated and highlighted the hard work and commitment of our staff and volunteers. The stars of 2019 are: Homeless and New Arrivals team in the Working Together Award category; Health, Safety and Security team in the Non-Clinical Stars Award category; Mohammed Idris in the Unsung Hero Award category; Sophie Woode in the Innovation and Quality Award category; and Lisa Milne in the Improving Patient Experience Award category. Winners received £1,000 to support their on-going work to enhance patient care, courtesy of the event’s main supporter Bradford-based Sovereign Health Care. Without Sovereign Healthcare and our external supporters, the You’re a Star Awards would not be possible, a big ‘thank you’ to them too. The videos of our award winners can be viewed via this link https://www.bdct.nhs.uk/working-for-us/working-for-us/youre-star-awards/</p>
<p>Ensure that necessary improvements to governance are robust and embedded.</p>	<p><u>CQC Inspection</u> Governors will be aware that following their visits from 28 February to 10 April 2019, the CQC published the results of their inspection in June. There is no movement in our overall rating of ‘Requires Improvement’. It is clear that there is much to be proud of across our service portfolio with improvements in learning disability services, crisis services and a move to outstanding in our end of life services. However it was extremely disappointing that the acute wards have been judged to be overall ‘inadequate’ following the receipt of a Section 29A warning notice. Stakeholders and partners have been very supportive and have offered to help and participated in workshops with staff. An action plan was submitted to the CQC in June as required.</p>

	<p>Governors will be receiving a report on the inspection and our response on this CoG agenda.</p> <p><u>Functional Medical Model</u> There has been rapid progress to a new way of working for our consultants to a ‘functional model of medical care’ in our mental health services. The “Functional Model” means that our adult mental health consultants are now leading multi-functional clinical teams, working in either an inpatient or community setting, rather than covering both. This supports our ‘care closer to home’ initiative, better supporting people to stay well in the community and to ensure admission to our hospitals is only as needed, and enables us to have a consultant psychiatrist on every ward so that patients are reviewed more frequently and people are only in hospital only for as long as they need to be. The multi-disciplinary teams across our inpatient and community mental health services will provide robust oversight of current caseloads, risks, support and manage performance and trends, releasing consultant time to lead service improvements and medical research.</p> <p>I would like to commend Dr David Sims, our consultants and clinical teams for their leadership in making these significant changes in the interests of high quality, safe and responsive patient care. The Board will monitor how the new model is operating.</p> <p><u>Governance Guide</u> In the light of the CQC inspection and changes to organisation and governance structures, a new governance guide is being produced to be accessible by all staff. The Guide will be presented for approval at the July Board and a preview for governors is on this agenda.</p>
<p>Ensure continued engagement of the Council of Governors in the work of the Trust and within the local health and care economy.</p>	<p><u>Welcome to three new appointed governors</u> The appointed governor for Craven District Council will now be Cllr Richard Foster, replacing Cllr Wendy Hull. The second appointed governor for Bradford Metropolitan District Council will now be Cllr Robert Hargreaves, replacing Cllr Naveed Riaz. Professor John Bridgeman joins the Council as the appointed governor for Bradford University, replacing Shirley Congdon.</p> <p><u>Summer 2019 Governor Election</u> On Tuesday 11 July 2019, our Summer 2019 governor election campaign will begin. There are five governor seats available (two Bradford South; one non-clinical staff; and two clinical staff). We have various engagement initiatives planned, including targeted work with eligible members and the wider public. Promotional governor information has been designed as part of this election campaign. If you do have any contacts that would be willing to help promote the election, or wish to find out further information about this election generally then please contact Fran Limbert, Corporate Governance Manager on either 01274 363544 or</p>

fran.limbert@bdct.nhs.uk

Mental Health Collaborative Joint NED/Governor event

Attendance at these periodic events is growing. We received presentations on the Mental Health strategy and work-streams, including regional CAMHS Tier 4 developments, a regional Dementia pilot and potential development of Autism Services. The Trust is always well represented at these events and provide a very important perspective and challenge to system leaders. Governors will no doubt wish to provide their own perspectives/feedback. Thanks to governors and NEDs who attended.

June Open House

The meeting was a good opportunity to gather feedback from Governors about the joint NED/Governor meeting (above) that had taken place two days earlier – feedback that I was able to pass on to the Mental Health Collaborative meeting the same week. Isla Skinner presented on ‘Your Voice Matters’ and how we can strengthen patient experience and our connections with the Communities we serve. There is a strong overlap with the priorities Governors identified through our one to one conversations shared at the last Council of Governors meeting. We agreed that this could be explored further through the Governors Membership Development Committee. Isla will be presenting on this agenda.

Board on the road at Sharing Voices

Thanks to Governor Ishtiaq Ahmed and the Board of Sharing Voices for the opportunity to hold our July Public Board at the offices of Sharing Voices in Bradford.

Governor Evaluation

In line with the Foundation Trust Code of Governance, the Council of Governors undertakes an exercise to review its effectiveness. Earlier this year, governors met the Trust Chair, Michael Smith, on a one-to-one basis where feedback was provided by governors around:

- the governor role, and work of the Council of Governors over the last year;
- identification of areas for development and support; and
- personal governor achievements.

Following this, the feedback provided was analysed with seven governor priorities being identified as key themes from the discussions. Governors will recall that these seven themes were presented as part of the Chair’s Report at the May 2019 public Council of Governors meeting. The themes link well with our Trust’s new strategy ‘Better Lives Together’. Work will now be

	<p>undertaken to understand the next steps on the development of these seven governor priorities whilst keeping in mind the on-going development work of the Membership Development Group, and the participation and involvement strategy 'Your Voice Matters'.</p> <p>An action plan was also devised with on-going work being done to progress the individual actions. Some examples of identified actions are:</p> <ul style="list-style-type: none"> • strengthening links with local communities; • increasing the profile of staff governors; • increasing partnership links with appointed governors; and • connecting governor engagement to patient participation groups.
<p>Facilitate the development of local, regional and national influence to support the Trust's work and ambitions.</p>	<p>In my capacity as Board member of the NHS Confederation Mental Health Network in June I attended the two day NHS Confederation Conference. Our CEO also attended.</p> <p>The NHS Long Term Plan guidance has been published and Simon Stevens the NHS Chief Executive reinforced that the development of Integrated Care Systems are a priority, leading to greater regional devolution. The conference gave significantly more emphasis to Mental Health, Learning Disabilities and Autism than in previous years and to Community Services. This is reflected in the long term plan and gives much greater emphasis to the role of GPs, the development of primary care networks, tackling health and care inequality and the creation of healthy neighbourhoods. It is pleasing to see close and helpful alignment with our own 'better lives together' Trust Strategy.</p> <p><u>New Interim NHS People Plan</u></p> <p>NHS England and NHS Improvement have published the Interim NHS People Plan. The plan sets out the vision for people who work for the NHS to enable them to deliver the NHS Long Term Plan. The Interim NHS People Plan focuses on three key areas: making the NHS a great place to work; recruitment; and equipping the NHS to meet the challenges of 21st century healthcare.</p> <p>As you know the Trust refreshed it's Strategy earlier this year which colleagues will be working hard to deliver over the next five years. The Trusts vision is to 'connect people to the best quality care, when and where they need it, and be a national role model as an employer'. There is natural synergy with our vision and the Interim NHS People Plan.</p> <p>As my Mental Health Network Board appointment is a nationally elected role, I will be stepping down after the Network Board meeting on 16 July.</p>

<p>Ensure the Board invests time in developing leadership effectiveness and succession plans.</p>	<p><u>New Trust Chair</u> - My appointment as Chair concludes on 16 September and my last official duty will be the Annual Members Meeting 10 September. Your new Chair, Cathy Elliott will commence her appointment with Trust on 1 September and will fully take on the Chair role after the short transitional period.</p> <p><u>Non- Executive Chair of Audit and member of the Finance Business and Investment Committee</u> – The campaign to recruit David Banks’ successor will commence on approval at this July CoG.</p> <p><u>Medical Director</u> - Dr Andy McElligott, has stepped down as Medical Director and will be leaving the employment of the Trust at the end of September. Andy has taken the decision to return to clinical practice and is undertaking a training course to enable him to do that. We would like to thank Andy for his dedicated service for the last seven years and offer him our best wishes for the future. Dr David Sims, who was Andy’s deputy has stepped in as Acting Medical Director until a formal recruitment process has been concluded.</p> <p><u>Director of Nursing and Professions</u> - Debra Gilderdale has announced that she intends to retire in November this year. A recruitment campaign for her successor is underway.</p>
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